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15 September 1954

MEMORANDUM FOR: Colonel White

SUBJECT : Proposed Section II of Regulation
Periodic Step-Increases

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1. The proposed Regulation states that Personnel will furnish supervisors a form on all employees eligible for step-increases, and that the supervisors will complete the form on both satisfactory and unsatisfactory employees and return it to the Personnel Office. Here the eligibles for step-increases will be checked against the returned form and if no form has been received or if the form indicates the employee unsatisfactory, no action will be taken to obtain the step-increase.

2. The number of employees denied step-increases because of unsatisfactory service or conduct is infinitesimal compared with total Agency personnel. It does not appear to be efficient operation or sound business practice to set up an elaborate program applicable to all employees when its only justification is to make certain a few unsatisfactory employees do not receive step-increases. It is realized, however, that allowing an unsatisfactory employee to receive a step-increase can disrupt a planned separation program. However, there must be a more simple and economical method of meeting this problem.

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3. [REDACTED] Fitness Reports, (Tab A) states in section 6 that whenever an employee's performance is unsatisfactory the supervisor must notify the employee and headquarters in writing and if the recognition of unsatisfactory performance is coincidental with the preparation of a Fitness Report, a copy so advising the employee is to be attached to the Fitness Report. These memos or copies of them could provide the basis for readily accessible files on the vast majority of unsatisfactory employees. It would be a simple operation to check eligibles for step-increases against such a file and thus screen out the few employees who should not receive step-increases.

4. This file, of course, would not include employees when the supervisor had not followed the Regulation and had not provided the required written memo. It also would not include borderline cases

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or instances where the supervisor was about to place the employee in an unsatisfactory category. This omission could be easily taken care of by, first, requiring all supervisors to follow the Regulation, and second, by requiring supervisors to submit on the first of each month a memorandum on borderline employees or employees about to be declared unsatisfactory. These memos would be put in the above-mentioned step-increase file but would not be put in the employee's personnel file until formalized. Additionally, when, in checking eligibles against the step-increase file individuals in this latest category are found, personnel should contact the supervisor and obtain his latest opinion on whether or not the individuals should be given the step-increase.

5. This is not a complete substitute program but rather a framework upon which one could be worked out. If you concur that such a program appears feasible, it is suggested that something along this line be attached to the proposed Regulation as Deputy Director (Administration) comments.

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